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A STUDY OF EXECUTIVE TENSION AS IT
RELATES TO THE EFFICIENCY OF THE
NAVAL OFFICER CORPS

RONALD EDWARD KARGE

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Ronald Edward Karge

A STUDY OF EXECUTIVE TENSION AS IT RELATES TO
THE EFFICIENCY OF THE NAVAL OFFICER CORPS

by

Ronald Edward Karge

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ABSTRACT

Executive tension has increasingly been the subject of research in recent years. This study attempts to review the recent work and writings concerning executive tension, with particular emphasis on how it relates to the Naval Officer. The most common tension causing factors in human interactions are identified and discussed. A sample of 175 case studies were analyzed to determine the most common sources of tension generation in Naval Military Management. Specific leadership and organizational problem areas are discussed. Broad general conclusions are drawn and recommendations for improvement are offered.

ACKNOWLEDGMENT

All of the case study material utilized in this study was carefully collected by Professor Wm. Howard Church of the United States Naval Postgraduate School, Monterey, California. I wish to express my appreciation to him for his gracious assistance and guidance in the preparation of this thesis.

Appendix D is an editorial comment by Professor Church. It not only suggests additional problem areas not covered by this study but also Professor Church's continued interest in the Navy's management problems and his fund of information in that field.

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CHAPTER I
STATEMENT OF THE PROBLEM

Introduction.

A review of business periodicals from July 1960 through January 1965 indicates a mushrooming of research concerned with executive behavior under stress. Results of this research have produced some apparently contradictory conclusions.

Nevertheless, there is general agreement among authorities that "Like potent medicines," says Dr. Theodore Klumpp, president of Winthrop Laboratories, "the proper dosage is beneficial and even life-saving; too much is poison. Similarly, moderate or graded stress is necessary to the maintenance of good health and vitality."¹ Excessive and unpleasant tensions on the other hand, are damaging when the overmobilized body refuses to return to normal.

Almost without exception the authors of these articles are the chief medical officers of large industrial firms. The increased concern of these men is apparently not unfounded in that the tension phenomenon in society is reflected by the annual consumption of \$245 million worth of tranquilizers, \$175 million in sleeping pills and 216 million gallons of hard liquor. Additionally, the combined cost to American business and industry of emotional and mental problems has been estimated in excess of three billion dollars annually.²

Psychiatrists and psychologists are also directing more and more research emphasis toward the area of individual anxiety and stress in American business and industry.

¹ Society For The Advancement of Management, Living With Executive Tensions. (Information Pamphlet), p.5.

² Ibid., p. 1.

Does this same problem exist among military officers? If so, why? Does it exist to the point of reduced human performance and subsequent loss of personnel? What can and should be done to alleviate such problems of executive stress if they do exist in the military?

The development of newly designed submersibles, high speed aircraft, world devastating weapons, and the attack on techniques of space travel may produce even more stressful decision making, competitive situations and tension filled environment for military officers and enlisted personnel.

In this day of shrinking, or at best constant, budgets and manpower levels, it is clear that the Navy is encountering new problems at a much faster rate than it can provide trained additional personnel. Therefore, it is apparent that any factor which reduces the efficiency of existing naval personnel by unnecessarily creating stress ought not to be tolerated.

Statement of the Problem.

The problem addressed by this study is: Does debilitating executive tension exist in the Naval Officer Corps?

Objectives.

The objectives of this study are:

To establish a working definition of executive tension.

To identify the most common tension-causing factors in human interaction.

To determine whether or not these factors exist in the Naval Officer Corps.

To identify areas in Naval organization and procedure which could be altered to reduce excessively stressful situations.

Assumptions.

In conducting this study, it is assumed that executive tension is and will become an even more acute problem.



Premises.

1. A limited amount of tension, properly channeled, is desirable for stimulation of productive activity.

2. Persistent and extreme tension is harmful and debilitating especially if the causes are due to faulty organizational procedures or misconduct on the part of supervision.

3. Tensions will become more severe if those in management positions will not allow a reasonable approach to redress of grievance.

Limitations.

Concern over executive tension has been expressed only relatively recently in published material. Therefore, resource research has been limited as follows:

(a) periodicals from 1960 to date.

(b) other published material from 1950 to date.

Definition of Terms.

Although the terms "stress" and "tension" are now widely used in a psychological frame of reference, most dictionaries especially the older ones refer only to the mechanical and physical definitions. Even psychological dictionaries are limited in their definitions. In fact, some use the terms interchangeably. Nevertheless, English and English do create order out of the disarray in their psychological dictionary in which they give the following definitions:

STRESS: a force, applied to a system sufficient to cause strain or distortion in the system or, when very great, to alter it into a new form. The term may be restricted to physical force and physical systems, or extended to psychological forces and systems.³

³Horace B. English, and Ava Champney English, A Comprehensive Dictionary of Psychological and Psychoanalytical Terms. (New York: Longmans, Green and Company, 1958), p. 529.

TENSION: 3. a condition of the organism marked by unrest or uneasiness by partly restrained restless activity, by pressure to act and readiness to act (but with no necessary implication of directed action). 4. an emotional state resulting when needs are unsatisfied or goal-directed behavior is blocked.⁴

Therefore, the working definition for this study is that tension is the body's reaction to stress, of which it is a by-product. Dr. Hans Selye, who has perhaps placed more effort in the study of stress than any other researcher, calls it the fundamental cause of all disease or "essentially the rate of all the wear and tear caused by life."⁵ Stress then, sets the stage for the condition of Executive Tension.

⁴Ibid., p. 546

⁵Hans Selye, The Stress of Life. (New York: McGraw-Hill Book Company, Inc., 1956), p. viii.

CHAPTER II

THE NATURE OF EXECUTIVE TENSION

The Man in the Middle.

Human behavior is determined by the background of the individual, his abilities, his training, his education, and the state of his mental and physical well being. It is not only determined by these individual controlling conditions but also by an overwhelming number of external forces. It is these forces and these effects on executive personnel with which this study is primarily concerned.

The executive is subject not only to the hazards which he brings into his office with him in the form of personality maladjustments, morbid drive and ambition, family, financial, and related difficulties. He is equally and perhaps more devastatingly subject to the strains of his demanding job and the hazards of modern competitive society. It has been frequently suggested that a large part of every executive's life can be described as a continuous struggle to escape the eventualities of being dismissed or of failing and thus falling down in the eyes of his family and associates.

William E. Henry depicts the executive as apprehensive and fearful of failure.

If one is continually active and always trying to solve problems and arrive at decisions, any inability to do so successfully may well result in feelings of frustration. This seems to be true of the executives. In spite of their firmness of character and their drive to activity, they also harbor a rather pervasive feeling that they may not really succeed and be able to do the things they want to do. It is not implied that his sense of frustration comes only from their immediate business experience. It seems far more likely to be a feeling of long standing within them and to be only accentuated and reinforced by their present business experience.⁶

⁶W. Edgar Vinake et.al., Dimensions of Social Psychology. (Chicago: Scott, Foresman, and Company, 1964), pp. 239-240.

This accentuation and reinforcement of anxiety feelings by the work environment is a focal point of this study. It may not be feasible for a large organization such as the U. S. Navy to deal effectively with the individual as a psychosomatic unity. Nevertheless, the environment in which the individual is required to operate may be altered in order to dull the stress producing atmosphere. The sources of stress and the effects of stress will be treated later in this chapter.

Dr. Francis J. Braceland has suggested that,

anxiety builds up, particularly in the face of unfinished business - past and present. It builds up in association with events to come, as when an important decision is to be made or awaited from another source. When there is an inflation of time, stress seems to intensify and anxiety tends to spillover into other areas of activity. There is similar activity anxiety when the decision is internal and an important choice must be made.⁷

Such anxiety buildup is obviously a direct result of the individual being acted upon by his environment.

Consequently, we think of the executive whether he be business man or naval officer, at any level of the organization, as a man in the middle of varying and complex pressures. He is caught between his own conflicting needs and demands and those of his job, family, friends, and society in general.

On the job stress is generated by being caught between the needs and demands of his superiors and those of his subordinates and contemporaries. As a result of these continuing and every changing pressures the executive represents a source of problems both to himself and the people around him. The primary source of these problems, as has been briefly pointed out, is out of conflict between the many different roles the executive is expected to play within his environment.

⁷ Francis J. Braceland, M. D., "Living With Executive Pressures." (Hartford; Institute of Living, 1965), p.1.

The different demands of these roles lead him into the stressful situation of attempting to be all things to all people including himself. Thus, this man in the middle finds himself in impossible situations such as striving to be a "good boss or leader", and "good company man or officer" and a "good guy" all at the same time.

The Nature of Stress.

Upon reading the literature on stress for the first time one gets the impression that there are many definitions and concepts of stress - all different. However, on closer examination we find that they are not really as different as they might seem. The following definitions all have two basic concepts expressed in one fashion or another:

Schaffer suggests that,

a stressful situation may be described as one in which a major disruption of the relation of the organization to its environment has taken place; it is brought about when a highly motivated organism is unable to find an adjustive response to the problem confronting it.⁸

Lazarus thinks of stress as,

... really a secondary concept, built upon the relationship between a primary concept motivation, and the situation in which motivated behavior appears. We would then think that stress occurs when a particular situation threatens the attainment of some goal.⁹

Katchmar considers stress as,

... an internal process of the organism, manifested as an equilibrium seeking response, occurring in the psychological content when the objective situation is cognitively evaluated as one involving a goal, the attainment of which is thwarted or interpreted as being thwarted.¹⁰

⁸ H. R. Schaffer, "Behavior Under Stress: A Neurophysiological Hypothesis," Psychological Review, 1954, 61, pp. 323-333.

⁹ R. S. Lazarus, et.al., "The Effects of Psychological Stress Upon Performance," Psychological Bulletin, 1952, 49, pp. 293-317.

¹⁰ L. T. Katchmar, "A Review and Analysis of the Concept of Stress and Related Variables," University of Maryland, Army Med, Res. & Dev. Bd., 1954, Contract DA-49-007-md-222, Rept. 16.

As previously suggested two basic concepts can be seen by examination of the definitions cited above. First, it is assumed that something, whether actual or imagined, is wrong with the relation between the individual and his environment. Secondly, the individual has a need to restore the desired relationship.

These two concepts can be best viewed as similar to the theory of homeostasis. Homeostasis is, however, a physiological concept which recognizes the self-regulatory processes of the body aimed at restoring a state of equilibrium. In this sense, stress may be considered as the effort to regain psychological homeostasis. The individual perceives an imbalance in his psychological and/or environmental relationship and his resulting behavior is an attempt at placing the system in balance.

Lazarus has recognized the similarity in these concepts as indicated by the following quotation:

Physiological stress does not seem to involve the same definitional problems that psychological stress does, because the motivational component in physiological stress is stated in terms of the well worked out mechanisms of homeostasis... The psychologist has no adequate way of defining the psychological condition that corresponds to the homeostatic steady state... when we speak of tension-systems, what we are really doing is postulating a psychological steady state as a lack of tension.¹¹

Therefore, there does appear to be a basic definition of stress in terms of a disturbing condition which impels an individual to restore a desirable balance or equilibrium between himself and his situational environment. This is approached either by a general rise in his level of motivation or by a change in behavior in order to make his responses more appropriate.

This, then, is the nature of stress which in turn leads to a condition of the individual marked by unrest, uneasiness, pressure to act and readiness to act recognized as tension.

¹¹Lazarus, loc. cit.

Sources of Executive Tension.

In order to better cope with the problems of executive tension it becomes necessary to identify the sources of stress. These stressors exist in many forms and are generated in many ways. This very complex situation has lead to the development of classification theories and other systematic methods of viewing stress behavior.

Kahn et.al., have developed the concept of role dynamics to deal specifically with organizational stress.¹² This theory is based upon the fact that in order for organizations to survive and function effectively there is the basic requirement that the members of the organization must exhibit certain appropriate behavior. In this one primary requirement lies the source of many stress generating problems.

This dependency on specific role performance becomes more and more acute as the organization increases in complexity and size. The requirement for more conformity leads to a role playing situation by each of the members of the organization. It is not the demand for conformity alone that creates problems of conflict and ambiguity. These factors do stem, however, from the requirement of successful conformity under conditions of continuous and accelerating change. Added to this is the problem of conflicting and ambiguous direction.

Extreme conflict and ambiguity lead to problems of individual identity which will be discussed later in this section. Nevertheless, acute identity problems may very well destroy the individual.

Although this study is primarily oriented toward executive tension created within the organizational framework, other sources of stress will be discussed so that there may be a better understanding of those pressures to

¹²Robert L. Kahn et.a. Organizational Stress. (New York: John Wiley and Sons, Inc., 1964), pp. 11-35.

which an executive may be subjected in the course of his life. Additionally, it is necessary to recognize that organizational pressures may very well be additive to those existing in the executive's home and social environment.

The following paragraphs are devoted to the identification and description of specific stressors and stress producing situations. Almost without exception one can see the basic factors of anxiety and fear of failure being manifested in each of these situations.

1. Decision Making. It has been said that one of the primary functions of an executive is that of making decisions relative to the operation of his organization. He must consider all aspects and consequences of his decisions which may affect his superiors, contemporaries, and subordinates. It is unlikely that the executive ever makes such far reaching decisions without emotion in the form of doubt, fear, anger, apprehension, or perhaps resentment.

2. Outside Activities. It is not uncommon for the successful executive to be called upon to exercise his special talents to assist in community affairs. Nor is it uncommon for executives to engage in community activities in order to derive satisfaction not available on the job - but which should and could be a normal part of his regard for effective performance at the place of work. Such activities are merely extensions of work environment with the added pressures of fear of failure before his friends in the community. Outside activities can then be seen as an additional drain on his energies plus compounding his life stress.

3. Summit Isolation. This factor by its very name characterizes the situation in which an executive finds himself as he climbs the ladder of his organization. As he progresses he is left more and more alone. He finds

that he is now required to make decisions and take actions which previously were made in conjunction with or after consultation with other more experienced people. The loneliness and uneasiness are only magnified the further he progresses. Such isolation can conceivably extend to his family life. Needless to say, such a situation does not exist without pressures and strain on the executive.

4. Poor Supervision. Poor supervision may be manifested in many ways. Any one of which, depending upon the environment, history of superior-subordinate, relationships, and individual sensitivities, may result in brain-numbing anger, anxiety, or fear. Such situations frequently appear as a result of unreasonable demands, lack of understanding, sudden and unpredictable changes in policy, inconsistency of behavior, and disproportionate reprimands for errors.

5. Personality Clashes. Incompatible associates with whom the executive dreads to spend the day are frequently sources of stress. For example, if two people are subject to these chronic conflicts and sparks fly whenever they come in contact any agreement between them is nothing more than an armed truce. Distrust and anxiety pervades the air. Frequently these clashes occur when two people who work together approach their job in quite different ways. One may be very meticulous while the other is very casual. Each one is driven to chronic irritation by the others actions. Neither one of them is going to change regardless of what the other says or does. The rigidity of each just increases. In actuality this appearance of rigidity is an effort toward self protection. Such undesirable and tension laden situations can only really be solved by attacking the underlying causes. The participants in most cases are obviously incapable of reaching such a solution and stress continues.

Another source of personality clashes within an organization is commonly referred to as a superior's inability to let go. This type of hostility may arise from several situations. Two of the more common are when one executive is about to retire and another is supposed to assume the position and the similiar situations of transfer and promotion. Just the changes in position as well as retirement are fraught with apprehension and fears. These coupled with the feeling of being pushed aside create many problems among the executive ranks.

One of the most common and most talked about sources of personality conflict is that of executive rivalry. Although rivalry is a way of life in our society and all of us are subjected to it from childhood on, it becomes even more destructive at the executive level. Many times management unknowingly places personnel in situations which are unnecessarily competitive and threatening to the individuals involved. Examples of these are legion. These conditions can often be traced to poor organizational policy, weak organizational approaches, egomania, selfishness and a plain lack of understanding on the part of superiors and policy makers.

Although the general term of personality clashes has been placed on some of the above sources of stress a more discerning look will indicate that the actual causes are much deeper and cannot be solved by merely labeling them as personality clashes and ignoring the underlying problems.

6. Over or Under Qualified for The Job. Often a job that doesn't fit the man will lead to very severe problems. Stress may arise from either of two extreme situations. The first case is that of an individual who is poorly qualified to execute the position in which he finds himself. He is constantly troubled by failure or fear of failure. Incidences of poor performance only serve to heighten his anxiety. The second case is the man

who is overly qualified for his present job and capable of doing much more. This man's problem is similar to that of the extremely bright child in school who is thought of as a trouble-maker and problem child when in actuality his actions are in many cases outlets for stored up and unused energy. The boredom and consequent stress generated in such a situation is unbearable for this capable man. He is therefore often inclined to create stress by "pushing others around" in an effort to make a "mark for himself" despite the consequences to others or to the good of programs he may be damaging.

7. Lack of Opportunity for Advancement. A situation quite similar to that just described above occurs when an ambitious executive recognizes that he has gone as far as he can in an organization. He may react as does the over qualified employee or completely withdraw and merely exist. In either case the stressful situation has degraded his worth to himself and the organization.

8. Identity Problems. Levinson suggests that,

An established identity is the smoothest way each of us has of handling the pressures of the id, the demands of the superego, and the contingencies of the environment. The more a man is certain of his identity, the more he defines it by activity as a friend, a husband, a competitor, a manager.¹³

Identification is a primary psychological mechanism at work in individual growth. Children as they grow up identify themselves to varying degrees with people with whom they associate. Examples of these are parents, friends, teachers, ministers, etc. The values associated and attributed to each differ and may even conflict. The process of maturity is the organization of these identifications into an integrated self. This integration is not limited to childhood. The search for identity is very apparent in college students who are very concerned with the questions of who they are and

¹³ Harry Levinson, Emotional Health In The World Of Work. (New York: Harper and Row, 1964) p. 156.

where they are going.

The answers to the questions of identity do not come easily in our dynamic society where there is a constant pressure for young people to decide early what they are going to be. This very situation occurs when the young man comes into the business world and is expected to make a choice of organizations and remain with that choice. If he does not he runs the risk of being labeled as a job-hopping malcontent. In a sense the young man is forced to decide quickly whether he is going to put all his eggs in one basket. This is even more severe and stress generating for the young military officer.

Another aspect of the identity problem is that of conflicting values. Levinson has recognized value conflicts as falling within at least four major areas in the management atmosphere.¹⁴ These are human-nonhuman orientation, self-others orientation, aggression-affection orientation, and idealistic-materialistic orientation.

In many organizations we find a great deal more effort or consideration expended toward advertising, machines and statistics than to people. Once the minimal personnel requirements have been met the people are ignored or taken for granted. The failure to place human relations studies and findings into practice leaves the young executive torn between human and non-human values.

The young executive also finds a source of stress in what we have previously referred to as the conflict of self-others orientation. Raised in a society which preaches fair play and honesty he becomes uncertain about himself and his organization especially if the philosophy of "the end justifies the means" is being practiced. The ambivalent question arises as to

¹⁴Ibid., pp. 159-164.

whom to put first, oneself or the customer, the colleague or the government. This is truly a distressing problem.

Frequently the young management man finds that instead of the organization operating as a friend assisting him to grow, mature and advance, it is really only a monster which is allowing him the opportunity to fight his way up. From what he has observed anything goes in this fight to the top. He finds that he is being pushed toward aggressive action rather than orientation toward a friendly, supportive interaction with his contemporaries.

Finally, he finds that he is suddenly caught up in the value struggle between idealism and materialism. Should his work make a contribution to society or only serve as a livelihood. Unfortunately, in some cases, organizational policy will not allow him to solve the problem satisfactorily. Additionally, the distinction between right and wrong is not so clear cut when the individual is intimately involved with the problem. A code of ethics may not be the answer to his problem.

9. Advancement Problems. Another aspect of advancement problems not previously covered is that of a change in job demands. As an executive climbs the ladder he sooner or later finds that he is no longer required to be extremely competitive but is required to depend on others for the completion of most tasks. In his dependency he becomes more vulnerable than he has ever been. He is held accountable for the failure and mistakes of his subordinates. This transition from doing everything himself to relying on others to do it is not an easy one.

10. Executive Development. Many aspects of executive development are laden with tension producing pitfalls but none is so deadly as the "No Mistakes Allowed" atmosphere which becomes more and more prevalent with time. Many of today's top executives and military officer will freely

admit that they made many mistakes when they were young. They will also go on to tell you how much they learned and benefited from those mistakes. At the same time however they agree that "today, errors are just too costly to be tolerated." The young manager then is required to produce high performance with no margin for error. Obviously this kind of a climate is ideal for the generation of executive tension.

11. Family Problems. The most commonly recognized problems in this area are physical and psychological separations of the executive from his family. Not only does he spend less time with this family but he also operates in a different world from household chores, PTA meetings and trips to the doctor for the children. In order for an executive to advance he is expected to travel, spend long hours at the office and frequently transfer from one city to another. These factors are even more severe for the military officer. In essence, the management man is sacrificing his family for the organization. An example of the irrationality involved is the fact that in many cases the work does not require such long hours at the office, but no young executive is going to allow himself to be thought less eager than his associates. Regardless of how irrational some of this behavior is the fact remains that it does exist and the threat of losing his family hangs over the head of the executive.

12. Resistance to Change. No matter how progressive and forward looking some organizations like to feel they are they often severely resist change. An executive may recognize the need for change but also realizes that to legislate for changes to dust covered policies revered by a top manager may be fatal to his career. This man has a very difficult problem of ambivalence. Such conflicting situations are more the rule than the exception. His problem, of course, is to satisfy both of his needs simultaneously.



The decision making is stressful to say the least.

As the executive advances both in age and responsibility, new types of problems arise. The following sources of stress to be discussed might be considered of that type.

13. Age Problems. Some men arrive at middle age better equipped to cope with the male menopause than others. For those executives who have not reached the goals that they had set for themselves as younger men, middle age becomes a very real threat. They begin to realize that more than half of their life is behind them and time is running out in their efforts to reach the top. Unless he is able to accept his situation through readjustment of goals, his anxiety may multiply. Unexpected deaths of associates and friends serve only to heighten his emotional outlook.

14. Fear of Loss of Position. This is a never ending problem for the executive. Unless he has 51% or more of the voting stock he is never really safe from what Page calls the "intra-mural hatchet job".¹⁵ Any clever and charming associate, who has the ear of the powers that be, may quickly help a manager on his way to unemployment.

15. Fear of Failure of The Firm and Fear of Personal Financial Disaster. These two situations are very real in the business world. The move up or out policy in the military environment can produce the same tensions and especially so when moving out - may have been caused by a poor fitness report based on emotions and unrelated to task accomplishment.

16. Worry Over Health. Many executives are too busy to be concerned about health and may as a result suffer from sudden debilitating illness. At the other extreme, we find the walking drug store. This may be a person

¹⁵Robert C. Page, M.D. How to Lick Executive Stress and Stay in Top Emotional and Physical Trim. (Englewood Cliffs, New Jersey: Prentice Hall, 1962) p. IX-2.



who is exhibiting stress brought on by undue concern for his health. Or it may be that the person has had a severe shock and is duly concerned. This is the type of problem that might very well accompany morbid worry about impending senility, death, and retirement.

17. Execution of Painful Personnel Actions. The necessity for firing or superceding a loyal or well liked manager may be extremely stressful. The executive is torn between doing what he feels is right for the man and what is right for the company. This problem is one of the generators of what Levinson has labeled "management by guilt."¹⁶ Examples of such guilt induced actions are failure to act when an old employee does not perform properly, "Promotion" to a position with a fancy title but no responsibility, or unloading the man on another segment of the organization through a transfer is often practised. This "management by guilt" is in itself a source of stress for perhaps all concerned. The decision maker's guilt is increased by failure to attack the problem directly. The man who is the subject of the action may never know but always wonder why he is being "handled".

It is recognized that with the myriad of variables operative in human interaction it is impossible to touch on all sources of stress that might be found in the managerial environment. Nevertheless those discussed above are considered to be those most frequently encountered as well as broad scope in nature.

The Effects of Stress.

The effects of stress are many and varied. This is due to the fact that there is wide variance in stress producing situations and individual reactions to each. They range from a temporary reduction in performance of the organism to physical damage in the form of illness. These deleterious

¹⁶Levinson, op. cit., pp. 267-291.

effects of executive tension are discussed in this section.

Basowitz has observed that,

As stress increases...the organism becomes less capable of mastery. Behavior loses its spontaneity and flexibility. There is a general rigidification and individuals respond in terms of the more habitual and hence safer response tendencies. Anything novel is threatening and the ability to improvise is reduced. Increased effort has to be expended in order to maintain adequate behavior. At higher levels of free anxiety there is no longer the ability for effective action. The organization of behavior breaks down. Regression to simpler and more primitive modes of response occur. All aspects of psychological functioning are affected; coordination and integration are greatly reduced. In this state the organism can no longer adequately differentiate between dangerous and harmless stimuli, nor respond in a differentiated way...¹⁷

The behavior depicted above is not that of an efficient, alert business executive or military officer! As was previously suggested all stress behavior is an attempt to readjust to a psychological state of homeostasis. All adjustment processes have their costs. Again, these costs may range from temporary confusion to physical and mental damage.

The tension ridden executive who is unable to relieve his distress can become emotionally sick. His tension has made him physically sick. Ulcers and high blood pressure are not alone among the illnesses brought on by tension. Such dangerous conditions as diabetes and hyperthyroidism are relatively common results, as well.

The human body has what may be termed a primitive control system. This system is designed primarily for the protection of the human animal by alerting our defenses in time of need. The control center of this system is located in the human brain and its extensions. When the system is activated, it sets off one or more of the complex reactions of the fight or flight responses observed in lower animals. When stimulated by fear or anger these

¹⁷H. Basowitz, et. al., Anxiety And Stress. (New York: McGraw-Hill, 1955), p. 13.

reactions are manifested in many ways. Dr. Allan J. Fleming, medical director at the E. I. du Pont de Nemours & Co., Inc., Wilmington, Del., has observed the following seven responses:¹⁸

1. The pupil of the eye dilates.
2. The salivary glands become inhibited, and the mouth becomes dry.
3. The blood vessels over the body constrict, with the exception of the coronary vessels of the heart, and the adrenal glands secrete adrenalin.
4. The force of the heart beat increases; the rate, conductivity, and excitability also increases.
5. The smooth muscle of the bronchioles relaxes.
6. The sphincters of the stomach contract, and the secretion of gastric juice is inhibited.
7. The motility of the small and large gut is inhibited, and the various sphincters contract.

Because of the basic structure of this primitive system we have no control over these responses. Nevertheless, prolonged stress responses such as have been cited are a primary cause of arterial and digestive diseases. Ten years of study in laboratories at Cornell New York Hospital by Dr. Wolf and others is summarized in the following statement:

A wide variety of vasomotor and hemodynamic disturbances in man have been examined from the standpoint of their relation to adverse or threatening life experiences. It would appear that cardiovascular functions in general are highly responsive to meaningful events and that a host of arrhythmias and peripheral vascular disorders may arise largely therefrom.¹⁹

Dr. Hans Selye, has labelled such afflictions as "diseases of adaption."²⁰ He thinks of these defensive adaptive reactions as a blend of defense and

¹⁸ Allan J. Fleming, M. D. "Executive Stress-Excessive or Not?" Advanced Management-Office Executive Vol. 1, No. 5, (May 1962), pp. 11-12.

¹⁹ Wolf, et.al. Life Stress And Essential Hypertension. (William and Wilkins, 1955) p. 225.

²⁰ Selye, op. cit., p. 127.

submission. Some diseases are due to an excess of either one or the other of these reactions. The following is a list of diseases in which maladaptation is thought by Dr. Selye to be a factor:

1. high blood pressure.
2. diseases of the heart and of the blood vessels.
3. diseases of the kidney.
4. eclampsia.
5. rheumatic and rheumatoid arthritis.
6. inflammatory diseases of the skin and eyes.
7. infections.
8. allergic and hypersensitivity diseases.
9. nervous and mental diseases.
10. sexual derangements.
11. digestive diseases.
12. metabolic disease.
13. cancer.
14. diseases of resistance in general.

This is a rather formidable array but some writers have suggested an even wider span of illnesses influenced by stress reactions.²¹

We have seen that adaptive reactions to stress range from temporary degradation of effective activity through a multitude of "diseases of adaption," to the complete breakdown of organized and rational behavior. The obvious consequences of these stress reactions on executive behavior, well being, and efficiency emphasizes the need for critical analysis of the organizational environment in which these management men must operate.

²¹Brian Inglis, Emotional Stress and Your Health, (New York: Criterion Books, 1958) cover page.

CHAPTER III

ANALYSIS OF 175 NAVAL MANAGEMENT CASE STUDIES

Objectives.

In the previous chapter, seventeen stressors or generators of executive tension were identified and discussed. Each of these stressors or sources of stress are assumed to be no less operative in a military environment. This study has not been directed toward the problems of the individual as such, nor will emphasis be placed on what might be done to help the individual executive from a psychological standpoint. Such efforts, although necessary, are considered to be beyond the scope of this paper. However, the focal point for this study is that of determining which aspects of Naval Management contribute to executive tension in the Naval Officer Corps and what remedial action can be taken to lessen the impact of these conditions.

Procedure.

In order to attain these stated goals an analysis of a random sample of 175 Naval Management case studies was undertaken. These case studies were collected over an eight year period (1958 through 1965) by Professor Wm. Howard Church of the United States Naval Postgraduate School at Monterey, California. The cases were obtained by asking graduate students attending the management school to relate, in detail, a personal management experience which (a) demonstrated good management procedures or (b) one which was particularly distressing to them as well as deleterious to the operation of a specific naval activity.

The respondents ranged from Lieutenants, Junior Grade, to Captains. Their average service ranged from 8 to 10 years. Both line and staff officers were represented in the sample.

The case writing was structured to some extent by the suggestion that the following "Ten Commandments of Good Organization", put forth by the American Management Association be used as an aid:²²

1. Definite and clean-cut responsibilities should be assigned to each executive.
2. Responsibility should always be coupled with corresponding authority.
3. No change should be made in the scope or responsibilities of a position without a definite understanding to that effect on the part of all persons concerned.
4. No executive or employee, occupying a single position in the organization, should be subject to definite orders from more than one source.
5. Orders should never be given to subordinates over the head of a responsible executive. Rather than do this the officer in question should be supplanted.
6. Criticisms of subordinates should, whenever possible, be made privately, and in no case should a subordinate be criticized in the presence of executives or employees of equal or lower rank.
7. No dispute or difference between executives or employees as to authority or responsibilities should be considered too trivial for prompt and careful adjudication.
8. Promotions, wage changes, and disciplinary action should always be approved by the executive immediately superior to the one directly responsible.
9. No executive or employee should ever be required, or expected, to be at the same time an assistant to, and critic of, another.
10. Any executive whose work is subject to regular inspection should, whenever practicable, be given the assistance and facilities necessary to enable him to maintain an independent check of the quality of his work.

It should perhaps be noted that although such a study technique may not reveal the actual organizational problem involved in each case, it does, however, indicate what each respondent perceived as the problem. The perceived problem might well be considered as important or significant as the

²² Wm. Howard Church (ed.), "Ten Commandments of Good Organization," (American Management Association), p. 1. (Mimeographed).

actual underlying organizational malfunction. This is especially true when we recognize that human interaction is a function of how the individual perceives a situation.²³

Each case study was analyzed to determine:

1. Whether or not the respondent chose to relate a stress generating management situation or to report one in which good management was exercised resulting in efficient operation.

2. If a poor management situation was reported, which of the AMA "Ten Commandments" did they recognize as being broken.

Appendix B, depicts, in graphic form, the results of the above analysis and tabulation. The final section of this chapter, Summary of Findings, contains a brief statistical analysis of the results.

Military Organizational Stressors Identified.

Although the analysis of this sample of 175 cases revealed violations of all of the AMA "Ten Commandments," four of the ten were reported significantly more often than the other six. These four commandments were:

1. Definite and clean-cut responsibilities should be assigned to each executive.
2. Responsibility should always be coupled with corresponding authority.
4. No executive or employee, occupying a single position in the organization, should be subject to definite orders from more than one source.
5. Orders should never be given to subordinates over the head of a responsible executive. Rather than do this the officer in question should be supplanted.

It is immediately apparent that commandments 1. and 2., are intimately

²³ Bernard M. Bass, Leadership, Psychology, and Organizational Behavior. (New York: Harper & Brothers, 1960), p. 372.

related as are commandments 4. and 5. In fact, with minor exceptions, whenever a violation of 4. or 5., was reported the other was reported as well.

Summary of findings.

For the most part, the officers selected to undergo graduate work in Naval Management have been selected on the basis of better than average performance in their previous billet assignments. On this basis, the random sample of 175 cases from these respondents is considered to be adequately representative of the Naval Manager.

Of these 175 respondents 160 or 91.4 percent elected to report cases of poor management and consequent stressful situations. Of the 15 remaining respondents 13 or 7.4 percent reported cases of good organization and lack of significant organizational stress. The final 2 respondents or 1.2 percent reported that they had never observed any organizational problems.

Due to the fact that the reported violations of the AMA commandments ranged from one to eight per case study and averaged less than two per case, a total of 281 violations were tabulated. Of these 281 violations 71 or 25.2 percent were violations of commandment number 1; 49 or 17.4 percent were violations of commandment number 2; 48 or 17.1 percent were violations of commandment 4; and 48 or 17.1 percent were violations of commandment number 5.

There was a significant drop, in terms of the frequency of violations reported, down to commandments 3. and 6., which show at 7.1 and 6.8 percent respectively. The remaining violations ranged from 1.4 to 2.8 percent of the total violations reported.

At least five conclusions may be drawn from this data. Each of these conclusions contributes to a picture of what the Naval Manager perceives as being the primary ills of military organizational behavior. His main

concern is that clean-cut duties and responsibilities are not or, at least, have not in many cases been adequately defined. Secondly, sufficient authority has not been delegated with which to carry out his assigned responsibilities. In addition, the Naval Officer feels that organizationally he is subject to definite orders from too many sources. In conjunction with this, he finds that responsible executives are frequently by-passed in the process of issuing orders. These violations of the fourth and fifth AMA commandments appear to him as a coincident or hand-in-glove operation.

It is significant to note that with few exceptions, the respondents reported their case studies from a position subordinate to the organizational policy head. Each respondent apparently either saw himself as one who did not always have his responsibilities clearly spelled out, was unable to carry out assigned duties due to lack of authority and/or was subject to conflicting or at least multi-source direction. Thus, we can see that where organizational problems do arise, the Naval Manager perceives his situation as one not unlike that depicted in Chapter II of this study. He is then "A Man In The Middle".

CHAPTER IV

OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS

Environmental Aspects.

This has been a study of the sources of executive tension and the deleterious effects of these tensions on individual health as well as individual and organizational effectiveness. We have seen that managers, civilian or military, are subjected to stresses originating from a myriad of sources. These stresses are generated not only from personality maladjustment but from three primary environments in which the executive is expected to operate.

Initially, the executive is subjected to many family problems, ranging from illness and separation to financial burdens. Each of these environmental problems of the home take their toll in tension.

Another role which the executive is expected to fulfill is that of an effective member of a social community. For the business executive this is perhaps determined at a socio-economic level commensurate with his managerial position. For the Naval Officer it is perhaps more dictated by his rank and job assignment. Regardless of how his position in society is determined he is expected to conform to all of the standards placed on his role.

The third environmental atmosphere in which the executive is subjected to stress is that of his job. The requirement for successful conformity under conditions of continuous and accelerating change, poorly defined responsibilities, lack of necessary authority, and multi-source direction leads to even more acute problems of conflict and ambiguity. Increases in organizational complexity and size are additive factors as well.

The focal point for this study has been the work environment of the

executive. The executive's home and social atmospheres have been considered as peripheral factors. Factors which materially contribute to the stressful environment in which he must function. They are also factors which must be dealt with by physicians and social reform. In contrast, however, problems of stress in the executive's work environment may be reduced by intelligent leadership and appropriate organization. This study has been devoted to these ends.

Military and civilian organizations are established to obtain obvious goals. Not so obvious are the unintended side effects of poor organization and leadership. This is not to suggest that all large organizations are, by nature, harmful to the manager. On the contrary, work and membership in an organization are the bread of life for a healthy man. At the same time, however, studies have shown that even if there were no economic needs present, men would continue to work but only in the least bureaucratized occupations.²⁴ This can only mean that the job satisfaction level within a bureaucratic organization is significantly lower than it is in the professions and self employed areas. This one aspect alone may partially explain the disturbing retention problem which the military services are now experiencing.

One of the more obvious determinants of the level of job satisfaction for an executive is his ability or lack of ability to cope with the conflict and ambiguity arising within the job. The less able he is to cope with these stress generators the less job satisfaction may be realized. Of course, there exists a wide variability among individuals in their ability to effectively cope with these stressors. Recognition of this fact however, in no way lessens the need for the reduction in intensity of stress through

²⁴Kahn et. al., op. cit., p. 376

thoughtful leadership and careful organization.

Conflict and Abiguity.

Kahn et.al., suggests that role conflict is generated by "being caught in the middle between two conflicting persons or factions."²⁵ Classic examples of this source of stress are the significantly high number of officer respondents who reported violations of commandments 4. and 5., in this study. The higher the level at which the conflict is centered, the more devastating may be the effect on the "man in the middle."

Kahn et.al., have also listed four sources of stress producing ambiguity.²⁶ "These include uncertainty about the way in which one's supervisor evaluates one's work, about opportunity for advancement, about scope of responsibility, and about the expectations of others regarding one's performance."

In this study it was shown that better than one fourth of all commandment violations reported were failure to assure that "definite and clean-cut responsibilities were assigned to each executive." This situation was reported nearly twice as often as the next three highest violations. It should be noted that the next most often reported organizational problem deals with responsibility and authority as well. This is commandment number two which states that "responsibility should always be coupled with corresponding authority."

In view of these findings and their correlation with those of Kahn and others, it appears evident that the Naval Officer respondents experienced classic examples of role conflict and ambiguity.²⁷ The frequency

²⁵Ibid. p. 379.

²⁶Ibid. p. 380.

²⁷Ibid. pp. 379-381.

with which these organizational and leadership errors were reported suggests two conclusions. The first is that these organizational problems arise significantly more often than any others and secondly, that they are remembered more vividly due to the stress generated at those times. Both conclusions appear to be supported by the evidence developed in this study and other studies in this area.²⁸

Conclusions and Recommendations.

At the beginning of this study several searching questions were posed. Among them were, "Does the problem of executive tension exist among military officers? If so why?" and "Does it exist to the point of reduced human and organizational performance?" At this point it appears that executive tension in the military is a problem to be seriously considered. Not only do the same stressors existing in industry, also appear in the military situation but in some cases perhaps even more acutely. For example, both physical and perhaps psychological separation from the family are more evident for the Naval Officer. In addition, the Naval Officer must not only consider time, money, and material in his decision making processes but also the possibility of loss of human life. The "no room for error" atmosphere is often more severe in the Navy than it is in industry.

In this study we have identified several Naval Management problems which materially contribute to the level of executive tension in the Naval Officer Corps. Each of these problems are by no means new to organizational theorists. Unfortunately however, it would appear that the appropriate management techniques and philosophies have not been effectively employed in many cases.

Problem:

Definite and clean-cut responsibilities are not being assigned to Naval Officers.

Recommendation:

Perhaps one of many reasons why this problem exists is that the term

²⁸Levinson, op. cit., pp. 166-174.

"responsibility" is often misunderstood. In actuality, it suggests an obligation to carry out assigned duties or to perform a required service. The duties or services to be performed, should be specified by the superior. Herein lies the heart of the problem. If the subordinate is only partially aware of the task to be performed but is expected to act efficiently and intelligently, ambiguity must surely follow. An effective method of avoiding such ambiguity is to utilize the management tool of job description to delineate the duties and responsibilities involved. This approach requires more than a half-hearted effort consisting of a one paragraph billet description. The benefits to be derived from well prepared job descriptions far outweigh the time and effort that must be expended in their preparation.

Problem:

In many cases, the assignment of responsibility has not been coupled with the necessary delegation of authority.

Recommendation:

The concept of authority envisions "legal or rightful power; a right to command or to act." Since a manager must work through people to get things done he must necessarily be given the power to command others to engage in certain activities. By the same token, if the manager has the responsibility to carry out a specific task, he must also have the power to act as an individual agent. All too often this needed authority is not delegated under the guise of "maintaining control."

Naval Officers must become aware of the consequences of failure to delegate authority. Such consequences range from stress generation in the subordinate, to supervisory stress generated by excessive attention to a myriad of details. The Naval Manager must recognize this basic fact of management organization which is so often over-looked.

Problem:

Naval Officers are frequently subjected to multisource direction.

Recommendation:

Several of the respondents in this study expressed the feeling that this problem exists so universally that it is almost looked upon as "a way of life." This, of course, in no way justifies this violation of a basic management principle. Only where the individual is occupying more than one position should he be routinely subjected to definite orders from more than one source. Obviously, emergency and other unusual situations arise where violation of this principle becomes necessary. The point to be made, however, is that each member of a military unit should be appraised of his position in that unit. He must know to whom he reports and from whom he receives direction. As a manager he should not be subjected to or guilty of creating a situation of multisource direction. This can only be accomplished by (1) a concerted effort on the part of each Naval Officer to abide by this basic management rule and (2) through a critical analysis of any organization which requires a Naval Manager to "wear more than one hat."

Problem:

The respondents in this study reported a significant number of cases where orders were given to subordinates over the head of a responsible executive.

Recommendation:

It is difficult to envision any situation, other than that of an emergency, where a violation of this principle of management becomes necessary. In actual practice however, it appears that this rule is violated more from an immediate convenience standpoint than for any other reason. For example,

it is much easier for a supervisor to give an on the spot direction than it is to locate the cognizant supervisor of the subordinate. If this "convenience direction" is exercised frequently enough, the stress producing problems of conflict and ambiguity arise. Along with this we find a loss of supervisory prestige and effectiveness.

One solution to this overall problem is a re-education of Naval Officers in the area of leadership and good managerial principles. Each officer must be prepared to expend the necessary effort, as well as, exercise the required control to assure that the established chain of command is followed.

Problem:

Each of the above problems are further complicated by a lack of interaction and freedom of communication between levels of military supervision. Further, the above problems are aggravated when an officer knowingly violates the ethics and practices of good management for purely selfish reasons at the expense of fellow officers and associates.

Recommendation:

Bass, has recognized the costs in inefficiency stemming from organizational stress, low interaction potential and poor communications.²⁹ He suggests several processes or techniques by which these agents may be overcome. Interestingly enough they correlate very closely with the problem areas identified in this study. For example, five of his suggested techniques are as follows:

1. Establishing formal organization and increasing the differentiation of members in status.
2. Increasing the training of assigned leaders.
3. Increasing the educational level or degree of understanding of the

²⁹Bass, op.cit., pp. 401-402.

members of the group activities.

4. Establishing and reinforcing reliable common sources of information for all members.
5. Increasing the rapidity and frequency of transmittal of information.

In summary, we have seen that organizational stress and subsequent executive tension, resulting in reduced efficiency, have been generated by failure to adhere to long established management principles, the rules of good leadership and decent ethical and thoughtful behavior which places the needs of the service and the nation above considerations for personal aggrandizement.

Implications.

In undertaking this study there was a feeling of concern for the welfare of the Naval Officer who is subjected to deleterious executive tension. This apprehension was intensified by the costly effects of loss of highly trained officers to illness and to civilian pursuits. The results of this study, coupled with the obvious increase in technological changes within the Navy, serves only to emphasize this previous concern.

Although executive tension may not be directly seen, this fact does not make it any less destructive. Too many people feel that once a bout with excessive stress has been overcome, the body will recuperate and return to normal. Unfortunately this is not true. Dr. Hans Seyle reminds us that each such brush with stress leaves it's scar.³⁰ He also suggests that "our reserve of adaption energy is an inherited finite amount, which cannot be regenerated."³¹

To think psychologically, to be concerned about the mental health of people, requires..."uncommon sense." It requires a look beneath

³⁰Seyle, op.cit., p. 274.

³¹Seyle, op. cit., p. 276.

the surface of the obvious to the feelings of one's fellow man. Many have said that human beings should serve social institutions. The person who thinks psychologically will add that social institutions should serve human beings.³²

³² Harry Levinson, et.al. Men, Management, And Mental Health. (Cambridge: Harvard University Press, 1962), pp. 171-172.

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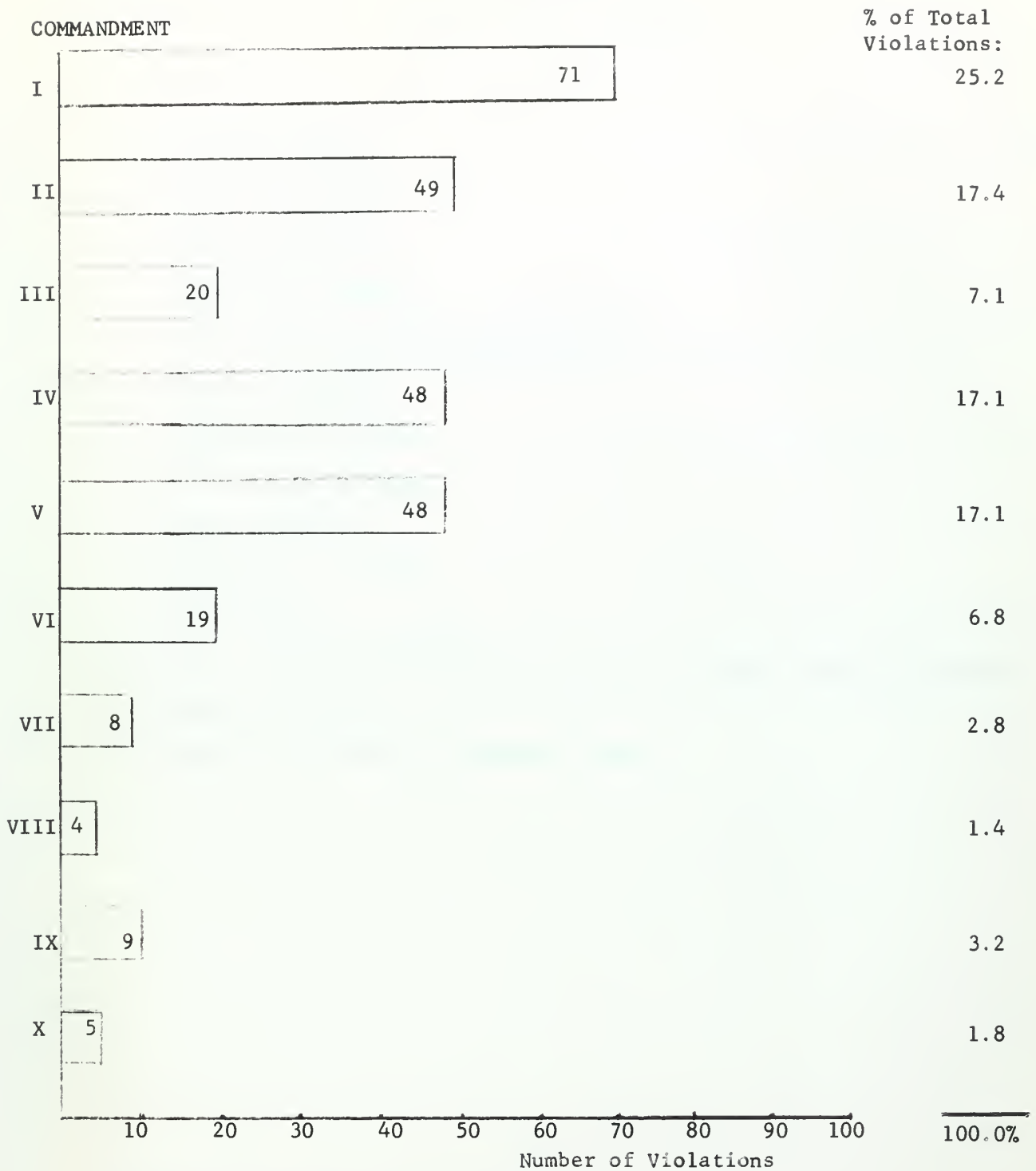
APPENDIX A

"THE TEN COMMANDMENTS OF GOOD ORGANIZATION"

As prepared by the American Management Association for the guidance of persons active in the field of organization and management.

1. Definite and clean-cut responsibilities should be assigned to each executive.
2. Responsibility should always be coupled with corresponding authority.
3. No change should be made in the scope or responsibilities of a position without a definite understanding to that effect on the part of all persons concerned.
4. No executive or employee, occupying a single position in the organization, should be subject to definite orders from more than one source.
5. Orders should never be given to subordinates over the head of a responsible executive. Rather than do this the officer in question should be supplanted.
6. Criticisms of subordinates should, whenever possible, be made privately, and in no case should a subordinate be criticized in the presence of executives or employees of equal or lower rank.
7. No dispute or difference between executives or employees as to authority or responsibilities should be considered too trivial for prompt and careful adjudication.
8. Promotions, wage changes, and disciplinary action should always be approved by the executive immediately superior to the one directly responsible.
9. No executive or employee should ever be required, or expected, to be at the same time an assistant to, and critic of, another.
10. Any executive whose work is subject to regular inspection should, whenever practicable, be given the assistance and facilities necessary to enable him to maintain an independent check of the quality of his work.

APPENDIX B



Respondents Reporting Poor Organization	160
Respondents Reporting Good Organization	13
Respondents Reporting No Violations Observed	<u>2</u>
Total Number of Cases	175

APPENDIX C

COMMON SOURCES OF STRESS

1. Decision Making.
2. Outside Activities.
3. Summit Isolation.
4. Poor Supervision.
5. Personality Clashes.
6. Over Or Under Qualified for the Job.
7. Lack of Opportunity for Advancement.
8. Identity Problems.
9. Advancement Problems.
10. Executive Development.
11. Family Problems.
12. Resistance to Change.
13. Age Problems.
14. Fear of Loss of Position.
15. Fear of Failure of the Firm and Fear of Personal Financial Disaster.
16. Worry Over Health.
17. Execution of Painful Personnel Actions.

APPENDIX D

THESIS ADVISOR'S COMMENTS

Attititional points of stress in the interpersonal relationships of those in the armed services include:

1. Relationships between civilian and military personnel
2. Officer enlisted relationships
3. Continuous readjustment to new working environment and personnel
4. Continuous pressure for "outstanding performance and conduct" with the up or out philosophy
5. Fear of ruining career with one mistake

It is pointed out in this study that some stress and even some fear of failure can constitute constructive stimuli to achievement. Some stress can be termed "normal". We define morale today as the inner urge on the part of the individual to do what the organization expects of him. People who have this trait can generally be classed as working under some stress to "live up to expectations". The big area of difficulty is the unnecessary stress caused by administrators or colleagues - either military or civilian - that fail to live up to some of what might be termed the responsibilities of a position of leadership and trust. These people either fail to learn enough about the areas in which they may be given authority and responsibility before "indulging" in decision making or they fail to recognize that a manager cannot be expected in today's complex world to know everything and should therefore call on qualified personnel within the organization for proper advice and counsel before reaching conclusions...or decisions. Another "stress maker" is the vascillating individual who cannot

make up his mind even with facts available and who unduly delays decision making essential to the routine of conducting business. The chain of command violator who feels no compunction about going over the heads of responsible subordinates for advise but wants everyone to strictly follow the chain of command to him is a much too familiar type of stress creator.

The officer who feels under stress to make a good showing to get a good fitness report sometimes has done irreparable harm to the organization and the people who serve around him. At sea he is an autocrat who doesn't trust anyone and who sets his own standards but frequently neglects to tell his subordinates just what these standards are. Two or three tours with officers of this type does much to cause both officer and enlisted personnel to leave the service. Ashore these same officers will try to learn what higher authority wants of them and what they can do to "look good" in the eyes of the command and then run rough shod over personnel within the organization to attain objectives in which they have placed their own ego and personal aggrandizement above the needs of the organization as a whole. Unfortunately, these management "failures" are frequently promoted in this system. Further, some of them have so little sensitivity to a proper "human relations" approach that they are oblivious of the damage they cause. The civilian who builds an empire and who continuously places his own ambition ahead of the needs of the organization and who also rides rough shod over the men and women who oppose him is just as damaging to morale or the inner urge of those who if treated better would have faithfully exerted themselves to do what the organization expected and who with a little encouragement and understanding could and would strive for higher levels of attainment and production.

Top scientists at R&D activities have reported some special types of tensions encountered when some of the officers assigned as project directors "come aboard" the R&D activity with advanced technical degrees but no previous opportunity either to keep up with the field or to practice or operate in the technical research field. In the words of one scientist:

When one of these officers has the misfortune to guess right on his first effort, he feels a compulsion to continue to attempt to make decisions in areas where he is competing with much more seasoned talent with a much higher probability of being correct. Then this officer becomes a disrupting force. I wish you people would not teach them so much.

Having talked to many of the officers in charge of projects, a common reaction is that knowledge of how to persuade and lead people and knowledge of various effective methods of coordinating, organizing and controlling projects would have been more valuable than the intense exposure to quite so much technical material. As a minimum they indicated a need for management education on top of the technical background. The stresses felt by the scientists at the R&D activity are of course, the same tensions professional civilian educators feel in military undergraduate and graduate educational programs if decision making goes on without a participative process that takes into full account variances in the approach to specific disciplines and curricula.

Unfortunately with the graduate load being carried, research into many stress areas on a thorough basis is impossible for a single individual. This paper has defined an important area of interest for both students of management and professional managers. The causes of unnecessary stress will merit considerably more attention in terms of its relationship to the problem of recruitment and retention of military as well as civilian personnel of the type needed to keep this nation effective in its role of leader of the free world.



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